

Bibliographic Access Divisions Strategic Plan FY2003-2008 **GOALS and INITIATIVES:** **Fiscal Years 2005-2006**



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| VISION | The Bibliographic Access Divisions (BA) lead in providing immediate and convenient discovery of the universe of knowledge and creativity. |
| MISSION | To provide effective access to information resources and leadership to the library and information service communities in a rapidly changing environment. |

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GOALS

- I.** Make it easy and fast for end users to find, identify, select, obtain, and use a complete range of information and creative resources.
- II.** Lead and collaborate globally in the development, promotion, and dissemination of policy, practice, standards, and programs for bibliographic description and access and inventory control.
- III.** Leverage opportunities presented by the service unit realignment to realize efficiencies that will optimize service to users.
- IV.** Reduce overall costs to meet appropriations targets and to free resources for exploring and implementing innovations in the Bibliographic Access Divisions.
- V.** Prepare managers, team leaders, and team members for successful performance in the hybrid analog and digital environment.

INTRODUCTION

The Bibliographic Access Divisions of the Library of Congress are pleased to present their strategic plan for fiscal years 2005 and 2006. The strategic plan supersedes the Cataloging Directorate Strategic Plan issued in March 2003. The new strategic plan will guide the Bibliographic Access Divisions as they work to integrate cataloging and metadata for digital and traditional library materials into the larger universe of information and creative knowledge.

In drafting this new strategic plan, the Bibliographic Access Management Team (BAMT) bore in mind two basic realities:

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Many library users now choose digital content over analog whenever possible. The availability of the World Wide Web has fundamentally changed the ways that people get information, and even scholarly researchers now tend to use Internet search engines such as Google as their first tool when seeking information. Library users expect information to be abundant, convenient, immediate, and customized to their preferences. In addition, it seems very likely that the early twenty-first century will be an era of massive digitization of existing library collections, and the role of cataloging will change dramatically as a result. The question that catalogers frequently asked in the past two years, "How shall we integrate digital and analog content in the library catalog?" must give way to the question, "How can we ensure that the library catalog is integrated into the larger information universe?"

Resources to provide bibliographic access are scarce and will become even scarcer during the next two fiscal years. The former Cataloging Directorate had 745 staff members in 1991; at the end of fiscal 2003, its staffing had decreased to 549, despite the addition of several dozen new catalogers in fiscal 2002 and 2003. During fiscal 2004, staffing decreased further, to 527 staff members.¹ The BA divisions cannot expect to hire additional staff or to obtain major contract funding; it is certain that they will have to manage growing workloads with fewer resources for the foreseeable future.

In response to the new realities of digital dominance and shrinking budgets, in March 2004 the BAMT began "Reflections on the Future," a series of lectures and discussions for BAMT members and about fifteen other leaders of Library of Congress digital initiatives. A sampling of the "Reflections" topics included research projects at other institutions; Internet search engines; the OCLC (Online Computer Library Center, Inc.) Open WorldCat project; library user studies; conversations with staff in the Office of Strategic Initiatives concerning points of shared interest; and discussion with representatives of the publishing industry. This series is ongoing.

Based on the insights gained from the Reflections on the Future sessions, the BAMT devoted two days, August 3 and 4, to developing the goals in the new strategic plan. Further discussion in August and September developed the objectives and tasks that will support the goals. Feedback from first-line supervisors in October added many insights. The plan was then presented at a meeting open to all Bibliographic Access staff on October 20, 2004, and staff comments are reflected in the final version.

¹ In addition, the Cataloging Distribution Service has 32 staff members. The CDS became part of Bibliographic Access in July 2004.

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The Bibliographic Access Management Team's strategic planning also reaffirmed its core beliefs that bibliographic access services, such as library classification systems and establishment of controlled, authoritative access points, greatly improve the experience of seeking and finding knowledge, and that information workers can best carry out their mission in an appropriate work environment. The BA Divisions are therefore committed to the following ongoing activities: maintaining production levels at acceptable quality and within targeted time frames; use of team management tools; continuous improvement of the quality of the LC Database; maintenance of healthy and secure working conditions; provision of equal employment opportunity for all staff; effective employee management and labor relations; improvements to work tools, particularly online cataloging tools; ensuring security of the Library's collections; and advancement of the full range of the Library's cooperative cataloging programs. Service to Congress remains the BA Divisions' first priority even as the divisions seek to offer a range of innovative services to an ever-increasing range of other users as well.

In July 2004, the former Cataloging Directorate became part of a new directorate, Acquisitions and Bibliographic Access, as part of a general realignment of senior-level reporting lines within the Library Services service unit. The new directorate is better positioned to build and provide access to both digital and analog collections, to collaborate with other organizations in the information community, and to achieve efficiencies while providing library users with access to information and knowledge.

There are nine BA divisions: Arts and Sciences Cataloging Division (ASCD), Cataloging Distribution Service (CDS), Cataloging in Publication Division (CIP), Cataloging Policy and Support Office (CPSO), Decimal Classification Division (DEWEY), History and Literature Cataloging Division (HLCD), Regional and Cooperative Cataloging Division (RCCD), Social Sciences Cataloging Division (SSCD), and Special Materials Cataloging Division (SMCD). The Bibliographic Access Management Team consists of the chiefs and assistant chiefs of these divisions, the Cataloging Automation Specialist, Digital Projects Coordinators, Assistant to the Director for Acquisitions and Bibliographic Access, and the chiefs of the Automation Planning and Liaison Office, Technology Policy Directorate (APLO), and the Serial Record Division, Acquisitions and Bibliographic Access Directorate (SRD). The director for Acquisitions and Bibliographic Access is Beacher Wiggins; his assistant director for Bibliographic Access is Judith A. Mansfield.

The Bibliographic Access Management Team takes pleasure in thanking all the individuals who contributed to the development of the strategic plan. The Reflections on the Future series is coordinated by Susan Vita, chief of SMCD, with the assistance of division chiefs John Byrum (RCCD), John Celli (CIP), Maureen Landry (SRD), and Dennis McGovern (DEWEY). The recorder for the retreat on August 3 and 4 was Joseph Bartl, leader of the Music and Sound Recordings Team I, SMCD. The retreat was facilitated by Tom Yee, assistant chief of CPSO, and Linda Stubbs, assistant chief of SMCD.

GOALS, Objectives, and Tasks

GOAL I. Make it easy and fast for end users to find, identify, select, obtain, and use a complete range of information and creative resources.

Objective 1. Respond to users' needs and expectations for the provision of bibliographic access.

Task A. Study trends in the demand for and uses of information and use of our bibliographic products, including bibliographic, authority, holdings and item data, bibliographic enrichment data such as digital tables of contents, cataloging tools and documentation, and training materials.

Task B. Identify the essential elements that we need to include in bibliographic data and authority records in order to satisfy user needs, taking into account possible variations in the essential elements for different types of materials and subject disciplines.

Task C. Customize access for a particular user group, to serve as a model for future customization efforts by creating a matrix structure to do cataloging based on needs of targeted user groups.

Work example 1. Identify high-need specific user groups, e.g. congressional users, juvenile, immigrant or foreign language users, elementary school teachers, etc.

Work example 2. Specify data elements to be included in cataloging needed by such groups, e.g. juvenile subject headings, subject headings in Spanish or French, etc.

Work example 3. Pilot a matrix team to create appropriate metadata.

Objective 2. Enhance bibliographic and authority data to increase browsability and improve the user's experience of the catalog.

Task A. Enrich entry vocabulary structures.

Work example 1. Explore the addition of related terms, references likely to be of interest, and other related-topic references (these were dropped in a policy change of 1985) to subject authority records.

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Task B. Initiate new catalog enrichment projects and expand existing projects that enrich content of bibliographic records for analog content, as pioneered by the Bibliographic Enrichment Advisory Team.

Objective 3. Collaborate with the LC Office of Strategic Initiatives and the Library Services Technology Policy and Collections and Services directorates to improve front end user interfaces to LC content, in order to improve user experience.

Task A. Participate in acquisition of future front end for the ILS (long-term project).

Task B. Recommend that the Internet Operations Group place an OPAC quicksearch on the main Library of Congress Web page (short-term fix).

Task C. Explore the use of clustered terminology, i.e. an entry vocabulary based on recognition and other proven user skills, and other data enrichments to make it easy and fast to use the catalog.

Work example 1. Develop a proof-of-concept project for clustered presentation of subject concepts.²

Work example 2. Explore current clustered search engines and guided search systems, building on the Congressional Research Service requirements.

Work example 3. Mine existing authority files and structures to improve keyword and subject access: Provide an easy route for unsophisticated catalog users to perform effective keyword searches, e.g. by making use of the authority files structures to enhance searching capabilities by incorporating data from those records as possible search terms.

Task D. Promote means to provide accessible user interfaces to all LC content.

Task E. Promote means for the end user to display and download records in many different communication structures, e.g., MARCXML.

Objective 4. Expose LC bibliographic data to nontraditional users, e.g., via Google, Yahoo, and other major search engines.

Tasks to be identified.

Objective 5. Seek new opportunities to link catalog records to digitized content.

Task A. Work with sources who are digitizing content to identify electronic versions of materials held in our collections and link to LC bibliographic records for analog originals.

² This would build on research conducted as part of work item 2.3 of *Bibliographic Control of Web Resources: A Library of Congress Action Plan* (see <<http://www.loc.gov/catdir/bibcontrol/2.3BatesReport6-03.doc.pdf>> [October 2004]

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Task B. Expand the Bibliographic Enrichment Advisory Team's Web Access to Publications in Series project to include technical reports and working papers in science, technology, and other appropriate disciplines.

Objective 6. Establish cataloging policies related to the implementation of Unicode at LC, particularly in the area of non-roman scripts.

Tasks to be identified for fiscal 2005.

Objective 7. Contribute to the development of requirements for a new metadata infrastructure, e.g., for a new integrated library management system.

Tasks to be identified for fiscal 2006.

GOAL II. Lead and collaborate globally in the development, promotion, and dissemination of policy, practice, standards, and programs for bibliographic description and access and inventory control.

Objective 1. Collaborate with the Office of Strategic Initiatives, the Technology Policy Directorate, Metadata Policy Group, and processing units in the Collections & Services Directorate in development and promotion of metadata policy, standards, and programs.

Task A. Design and implement the beta test for FAST, the Faceted Application of Subject Terminology, in the LC environment, e.g., for MODS (Metadata Object Description Schema) records.

Task B. Work toward consistent practice throughout the Library of Congress in creating and maintaining metadata for digital content.

Objective 2. Develop LC's position on future rules, *Anglo-American Cataloguing Rules* and Statement of Principles, to influence final recommendations.

Tasks to be identified.

Objective 3. Facilitate the development of tools to assist in creating and processing metadata for bibliographic records for selected, specialized subject areas.

Tasks to be identified.³

Objective 4. In collaboration with the Network Development and MARC Standards Office, leverage existing authority files to build new Web services.

³ This could be based on the AmeGA (Automatic Metadata Generation Applications) project, part of work item 4.2 of of *Bibliographic Control of Web Resources: A Library of Congress Action Plan* (see <<http://www.loc.gov/catdir/bibcontrol/4-2workplan.pdf>> [October 2004])

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Task A. Participate in tests of the next stages of the Virtual International Authority File Project.

Task B. Promote value of existing authority files to commercial sector, e.g., for use by search engines.

Objective 5. Review, evaluate, simplify, and rewrite the existing cataloging documentation and procedures, as influenced by new initiatives.

Tasks to be identified.

Objective 6. Implement XML-based authoring, editing, and publishing system for cataloging documentation.

Tasks to be identified.

GOAL III. Leverage opportunities presented by the service unit realignment to realize efficiencies that will optimize service to users.

Objective 1. Coordinate with the Cataloging Policy Advisory Group and Acquisitions staff to explore ideas for efficiencies.

Task A. Conduct business process improvement exercises to determine optimal allocation of workflow tasks between Acquisitions and Bibliographic Access Divisions.

Work example. Consider ways to optimize workflows at points where functional areas intersect. Include copy cataloging, CIP acquisitions tasks (book receipts and claiming), and processing of duplicates and added copies in this consideration.

Task B. Meet all bargaining obligations related to any shifts of work and staff that result from Task A.

Objective 2. Resume exploration of opportunities to cooperate with Copyright in the area of Bibliographic Access.

Tasks to be identified.

Objective 3. Work with the African/Asian and Overseas Operations Division and Directors of Overseas Offices to expand cataloging activities of overseas offices.

Tasks to be identified.

GOAL IV. Reduce overall costs to meet appropriations targets and to free resources for exploring and implementing innovations in the Bibliographic Access Divisions.

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Objective 1. Evaluate the CIP Program with the aims to reduce costs, speed throughput, and improve selection decision-making while ensuring that the CIP program meets the most important needs of end users, libraries, and publishers.

Task A. Develop and implement a survey instrument to determine the most pressing expectations and needs of the CIP community--authors, publishers, and libraries.

Task B. Rethink the scope of the CIP program.

Task C. Encourage other libraries to produce electronic CIP (ECIP) cataloging that LC can use.

Task D. Develop a pilot project to determine the effectiveness of having catalogers do book selection at the CIP galley stage.

Objective 2. Implement alternative business models, e.g. outsourcing, where effective and appropriate.

Task A. Participate in shelf-ready copy pilots with vendors.

Task B. Buy cataloging for sound recordings, e.g. via contract for automated copy cataloging services from OCLC or purchase of records from the All Music Guide, when cost-effective and appropriate.

Task C. Identify cataloging functions that are suitable for privatization.

Objective 3. Work with publishers and other content creators or content suppliers to obtain usable metadata from them.

Tasks to be identified.

Objective 4. Reduce cost of classification and call number completion.

Task A. Study the LC Classification tables to determine possibilities for simplifying and optimize use of automation, e.g., via Class Web.

Task B. Make it easier for Program for Cooperative Cataloging partners to participate in developing and maintaining the LC Classification.

Task C. Develop a software program to assist in assigning cutter numbers using automated techniques and develop a pilot project for use of the software.

Task D. Explore the development of software that could support automatic assignment of Dewey numbers.

Objective 5. Ensure that the bibliographic enrichment data obtained as part of the New Books program remain accessible to end users via the integrated library system (ILS) or alternative LC interfaces.

Tasks to be identified.

Objective 6. Identify appropriate content for applying bibliographic control using MODS and implement a program for doing so.

Tasks to be identified.

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Objective 7. Pilot the creation of access-level MARC/AACR records.

Work example 1. Pilot creation of access-level MARC/AACR records for remote access electronic resources.

Work example 2. Explore the extensibility of the model to other resources, e.g. direct access electronic resources.

GOAL V. Prepare managers, team leaders, and team members for successful performance in the hybrid analog and digital environment.

Objective 1. Implement the training plan developed by the Implementation Planning Work Group as part of the strategic plan for the FY03/04 period.

Task A. Collaborate with the Collections Policy Committee and the Instructional Design and Training Division to develop and implement a training program for collection development specialists and selectors.

Task B. Ensure that all recommending and selecting officials and Bibliographic Access staff know which of the recommended modes of cataloging should be applied to a particular electronic resource.

Task C. Train staff in use of TrackER.

Task D. Train staff to create bibliographic access data using MODS.

Task E. Inform staff about the access-level record and train staff in its appropriate use.

Objective 2. Continue lectures and briefings for all staff on digital topics, following the 2004 Lecture Series on Access to Digital Content.

Tasks to be identified.

Objective 3. Optimize staff resources to realize the best allocation of work assignments to various positions and units.

Work example 1. Consider ways to expand technicians' responsibilities for bibliographic description, e.g., use technicians to fully catalog belles lettres, including classification, and do basic authority work.

Work example 2. Where staffing levels permit, train staff in the Bibliographic Access Divisions to create metadata for formats which they do not currently handle, e.g., prints and photographs, to assist in arrearage reduction.